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INTELLIGENCE COMMUNITY PERSONNEL STUDY  
TRAINING AND CAREER DEVELOPMENT:  
DEFENSE INTELLIGENCE AGENCY

Training Policies: General policies and guidelines for the training and career development of DIA's 3,600 civilian employees are set out in the DoD-wide Intelligence Career Development Plan (ICDP). Within this framework, the DIA Training Division is to: obtain the training that DIA personnel need to assure maximum efficiency and enhance their career development; assist supervisors; and select training candidates for quota courses. The Training Division is also DIA's Executive Agent to develop overall career development programs for all Defense general intelligence personnel and to operate a referral system (DISCAS) for general intelligence billets and personnel.

Training Programs: The Defense Intelligence College (DIC), part of DIA and located within the Defense Intelligence Analysis Center, provides training for uniformed and civilian personnel who work for DIA and the military intelligence organizations, especially attache personnel. DIC offers programs at the undergraduate and graduate levels, and conducts over 150 full and part-time courses which range from two days to one year. They include foreign area studies, intelligence collection, analysis and collection management, ADP applications and an array of highly specialized subjects. DIC courses are generally directed at the national, strategic and joint levels.

The DIA Training Division sends DIA personnel to DIC and exterior training programs, and also arranges -- often on short notice -- special offerings in such fields as management/executive development, ADP, clerical and personal communications skills. These courses are usually conducted by vendors on contract. While the DIC appears to have a somewhat formal, academic approach to training, the DIA Training Division has the characteristics of a "skunk-works"--inexpensive, quick responses to rapidly changing requirements.

DIA is currently working on a new system which would replace the individual training contracts with a Basic Order Agreement under which vendors will have competed and been cleared for classified work. After this point, they can be tasked by purchase orders to provide individual courses.

During Fiscal Year 1987, DIA expended \$935,000 for external training. DIA civilian employees averaged almost six days of training during the year, involving close to 8,000 course enrollments. As a matter of policy, DIA does not regard any training for its people "mandatory", but separates training into three categories: "minimum essential for the position," "skill/position enhancing" and "career enhancing."

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Overall Evaluation of Training: DIA regards the training that its employees receive as more than satisfactory in terms of quality and adequacy.

Career Development: The DIA career development program encompasses personnel at the entry, journeyman, expert, senior expert, and executive levels who are separated into 23 intelligence and 26 intelligence-related career tracks. Career development and training are linked by handbooks for each career track which lay out schematically the knowledges and training courses appropriate to each level. These basic tools are used by the supervisor and the employee in preparing an annual Career Development Plan which includes a Training and Education Overview. The DIA system also provides for a designated Subject Matter Expert for each track who may be consulted by employees in that track on matters affecting their career development.

As of mid 1988 about 1 percent of the DIA workforce (63) are on rotational assignments to broaden and enhance their careers.

Related Planning: DIA prepares an annual Strategic Plan which provides the Training Division with current and projected information concerning changes in mission. The General Defense Intelligence Program (GDIP) manager advises the Training Division of training requirements which are generated through that program. How well these are linked to long range planning of training and career development is unclear. DIA does not have a formal workforce plan or a system for succession planning.

Issues and NAPA Staff Views: DIA's training and career development activities appear to be quite adequate in meeting the needs of its civilian employees.

In order to ensure that funds for external training are expended with maximum utility, NAPA Staff suggest that -- using the OPM training revolving fund as a model -- DIA consider establishing a intelligence training revolving fund; this would require statutory authority. Such a fund, coupled with DIA's proposed Basic Order Agreement, would assist all agencies of the Intelligence Community by pooling training requirements and funds for intelligence-related external training.

DIA should be encouraged to carry out its executive agent responsibilities for the ICDP thoroughly and vigorously. DISCAS would greatly benefit from system automation in order to facilitate rapid responses to queries from inquiring organizations, primarily military service intelligence elements.

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- 2 -

#198 - 5 July 88